

Form **990**

Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

▶ Do not enter social security numbers on this form as it may be made public.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2018

Open to Public Inspection

A For the **2018** calendar year, or tax year beginning and ending

B Check if applicable:

- ☐ Address change
☐ Name change
☐ Initial return
☐ Final return/terminated
☐ Amended return
☐ Application pending

C Name of organization

NATIONAL ASSOCIATION OF MANUFACTURERS OF THE UNITED STATES OF AMERICA

Doing business as

Number and street (or P.O. box if mail is not delivered to street address)

733 10TH STREET NW

Room/suite

700

City or town, state or province, country, and ZIP or foreign postal code

WASHINGTON, DC 20001

F Name and address of principal officer: **JAY TIMMONS**

SAME AS C ABOVE

D Employer identification number

13-1084330

E Telephone number

202-637-3000

G Gross receipts \$

53,150,796.

H(a) Is this a group return

for subordinates? ☐ Yes ☒ No

H(b) Are all subordinates included? ☐ Yes ☐ No

If "No," attach a list. (see instructions)

H(c) Group exemption number ▶

I Tax-exempt status: ☐ 501(c)(3) ☒ 501(c) (6) ◀ (insert no.) ☐ 4947(a)(1) or ☐ 527

J Website: ▶ **WWW.NAM.ORG**

K Form of organization: ☒ Corporation ☐ Trust ☐ Association ☐ Other ▶

L Year of formation: **1905**

M State of legal domicile: **NY**

Part I Summary

| | | |
|-----------------------------|-----------|---|
| Activities & Governance | 1 | Briefly describe the organization's mission or most significant activities: SEE SCHEDULE O |
| | 2 | Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets. |
| | 3 | Number of voting members of the governing body (Part VI, line 1a) 3 204 |
| | 4 | Number of independent voting members of the governing body (Part VI, line 1b) 4 203 |
| | 5 | Total number of individuals employed in calendar year 2018 (Part V, line 2a) 5 179 |
| | 6 | Total number of volunteers (estimate if necessary) 6 190 |
| | | 7a |
| 7b | | Net unrelated business taxable income from Form 990-T, line 38 7b 0. |
| Revenue | 8 | Contributions and grants (Part VIII, line 1h) 0. 0. |
| | 9 | Program service revenue (Part VIII, line 2g) 42,435,299. 49,725,179. |
| | 10 | Investment income (Part VIII, column (A), lines 3, 4, and 7d) 731,712. 1,363,139. |
| | 11 | Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) 38,109. 24,955. |
| | 12 | Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12) 43,205,120. 51,113,273. |
| | Expenses | 13 |
| 14 | | Benefits paid to or for members (Part IX, column (A), line 4) 0. 0. |
| 15 | | Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) 27,340,538. 28,111,475. |
| 16a | | Professional fundraising fees (Part IX, column (A), line 11e) 0. 0. |
| b | | Total fundraising expenses (Part IX, column (D), line 25) ▶ 0. |
| 17 | | Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e) 18,722,035. 23,939,663. |
| 18 | | Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25) 46,062,573. 52,051,138. |
| 19 | | Revenue less expenses. Subtract line 18 from line 12 -2,857,453. -937,865. |
| Net Assets or Fund Balances | 20 | Total assets (Part X, line 16) 37,279,282. 36,918,582. |
| | 21 | Total liabilities (Part X, line 26) 42,862,668. 44,727,871. |
| | 22 | Net assets or fund balances. Subtract line 21 from line 20 -5,583,386. -7,809,289. |

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

| | | | | | |
|------------------------|--|----------------------|------|---|------------------|
| Sign Here | Signature of officer | Date | | | |
| | JAY TIMMONS, PRESIDENT, CEO Type or print name and title | | | | |
| Paid Preparer Use Only | Print/Type preparer's name | Preparer's signature | Date | Check if self-employed <input type="checkbox"/> | PTIN |
| | J. CALVIN MARKS | | | | P01226973 |
| Firm's name | Firm's EIN ▶ | | | Firm's EIN ▶ | |
| | JOHNSON LAMBERT LLP | | | 52-1446779 | |
| Firm's address | Firm's address ▶ | | | Phone no. | |
| | 4242 SIX FORKS ROAD, SUITE 1500 RALEIGH, NC 27609 | | | 919-719-6400 | |

May the IRS discuss this return with the preparer shown above? (see instructions) ☒ Yes ☐ No

**Exempt Organization Declaration and Signature for
Electronic Filing**

OMB No. 1545-1879

For calendar year 2018, or tax year beginning _____, 2018, and ending _____, 20____

2018Department of the Treasury
Internal Revenue Service**For use with Forms 990, 990-EZ, 990-PF, 1120-POL, and 8868**Name of exempt organization **NATIONAL ASSOCIATION OF MANUFACTURERS
OF THE UNITED STATES OF AMERICA**Employer identification number
13-1084330**Part I Type of Return and Return Information** (Whole Dollars Only)

Check the box for the type of return being filed with Form 8453-EO and enter the applicable amount, if any, from the return. If you check the box on line 1a, 2a, 3a, 4a, or 5a below and the amount on that line of the return being filed with this form was blank, then leave line 1b, 2b, 3b, 4b, or 5b, whichever is applicable, blank (do not enter -0-). If you entered -0- on the return, then enter -0- on the applicable line below. **Do not** complete more than one line in Part I.

| | | | |
|--|--|----|--------------------|
| 1a Form 990 check here <input checked="" type="checkbox"/> | b Total revenue, if any (Form 990, Part VIII, column (A), line 12) | 1b | 51,113,273. |
| 2a Form 990-EZ check here <input type="checkbox"/> | b Total revenue, if any (Form 990-EZ, line 9) | 2b | |
| 3a Form 1120-POL check here <input type="checkbox"/> | b Total tax (Form 1120-POL, line 22) | 3b | |
| 4a Form 990-PF check here <input type="checkbox"/> | b Tax based on investment income (Form 990-PF, Part VI, line 5) | 4b | |
| 5a Form 8868 check here <input type="checkbox"/> | b Balance due (Form 8868, line 3c) | 5b | |

Part II Declaration of Officer

6 ☐ I authorize the U.S. Treasury and its designated Financial Agent to initiate an Automated Clearing House (ACH) electronic funds withdrawal (direct debit) entry to the financial institution account indicated in the tax preparation software for payment of the organization's federal taxes owed on this return, and the financial institution to debit the entry to this account. To revoke a payment, I must contact the U.S. Treasury Financial Agent at 1-888-353-4537 no later than 2 business days prior to the payment (settlement) date. I also authorize the financial institutions involved in the processing of the electronic payment of taxes to receive confidential information necessary to answer inquiries and resolve issues related to the payment.

☐ If a copy of this return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I certify that I executed the electronic disclosure consent contained within this return allowing disclosure by the IRS of this Form 990/990-EZ/990-PF (as specifically identified in Part I above) to the selected state agency(ies).

Under penalties of perjury, I declare that I am an officer of the above named organization and that I have examined a copy of the organization's 2018 electronic return and accompanying schedules and statements, and, to the best of my knowledge and belief, they are true, correct, and complete. I further declare that the amount in Part I above is the amount shown on the copy of the organization's electronic return. I consent to allow my intermediate service provider, transmitter, or electronic return originator (ERO) to send the organization's return to the IRS and to receive from the IRS (a) an acknowledgement of receipt or reason for rejection of the transmission, (b) the reason for any delay in processing the return or refund, and (c) the date of any refund.

Sign
Here

Signature of officer

Date

PRESIDENT, CEO
Title**Part III Declaration of Electronic Return Originator (ERO) and Paid Preparer** (see instructions)

I declare that I have reviewed the above organization's return and that the entries on Form 8453-EO are complete and correct to the best of my knowledge. If I am only a collector, I am not responsible for reviewing the return and only declare that this form accurately reflects the data on the return. The organization officer will have signed this form before I submit the return. I will give the officer a copy of all forms and information to be filed with the IRS, and have followed all other requirements in Pub. 4163, Modernized e-File (MeF) Information for Authorized IRS e-file Providers for Business Returns. If I am also the Paid Preparer, under penalties of perjury I declare that I have examined the above organization's return and accompanying schedules and statements, and, to the best of my knowledge and belief, they are true, correct, and complete. This Paid Preparer declaration is based on all information of which I have any knowledge.

ERO's
Use
OnlyERO's
signatureFirm's name (or
yours if self-employed),
address, and ZIP code

Date

Check if
also paid
preparer ☒Check
if self-
employed ☐

ERO's SSN or PTIN

JOHNSON LAMBERT LLP**4242 SIX FORKS ROAD, SUITE 1500
RALEIGH, NC 27609**EIN **52-1446779**Phone no.
919-719-6400

Under penalties of perjury, I declare that I have examined the above return and accompanying schedules and statements, and, to the best of my knowledge and belief, they are true, correct, and complete. Declaration of preparer is based on all information of which the preparer has any knowledge.

**Paid
Preparer
Use Only**

Print/Type preparer's name

Preparer's signature

Date

Check if self-
employed ☐

PTIN

Firm's name

Firm's EIN

Firm's address

Phone no.

Product: **Exempt**
 Name: **National Association of
 Manufacturers of the United States of
 America**
 FEIN: *****4330

Category:

IRS Center: **Ogden**
 e-Postmark: **11/6/2019 11:48 AM**

Notification:

Fiscal Year Begin Date: **1/1/2018**

Fiscal Year End Date: **12/31/2018**

eSigned:

Return Information

| Date | Return ID | Type of Activity | Submission ID | Refund/ (Due) | Updated By | eSign Date |
|------------|-----------------------|---|----------------------|------------------|---------------|---------------|
| 11/06/2019 | 18X:13- 1084330:V1 | Upload Started | | | Marks, Calvin | |
| 11/06/2019 | | Released for Transmission - Validation in Progress | | | Marks, Calvin | |
| 11/06/2019 | | Ready to transmit - Validation Complete | | | | |
| 11/06/2019 | | Transmitted to FD | 5637082019310033de08 | | | |
| 11/06/2019 | | Transmitted to CA | 56370820193100327n00 | (\$10.00) | | |
| 11/06/2019 | | Accepted by FD on 11/6/2019 | | | | |
| 11/06/2019 | | Accepted by CA - on 11/6/2019 | | | | |

**Application for Automatic Extension of Time To File an
Exempt Organization Return**

OMB No. 1545-1709

► **File a separate application for each return.**
► **Go to www.irs.gov/Form8868 for the latest information.**

Electronic filing (e-file). You can electronically file Form 8868 to request a 6-month automatic extension of time to file any of the forms listed below with the exception of Form 8870, Information Return for Transfers Associated With Certain Personal Benefit Contracts, for which an extension request must be sent to the IRS in paper format (see instructions). For more details on the electronic filing of this form, visit www.irs.gov/e-file-providers/e-file-for-charities-and-non-profits.

Automatic 6-Month Extension of Time. Only submit original (no copies needed).

All corporations required to file an income tax return other than Form 990-T (including 1120-C filers), partnerships, REMICs, and trusts must use Form 7004 to request an extension of time to file income tax returns.

| | | Enter filer's identifying number |
|---|---|--|
| Type or print <small>File by the due date for filing your return. See instructions.</small> | Name of exempt organization or other filer, see instructions. NATIONAL ASSOCIATION OF MANUFACTURERS OF THE UNITED STATES OF AMERICA | Employer identification number (EIN) or 13-1084330 |
| | Number, street, and room or suite no. If a P.O. box, see instructions. 733 10TH STREET NW, NO. 700 | Social security number (SSN) |
| | City, town or post office, state, and ZIP code. For a foreign address, see instructions. WASHINGTON, DC 20001 | |

Enter the Return Code for the return that this application is for (file a separate application for each return)

| | |
|---|---|
| 0 | 1 |
|---|---|

| Application Is For | Return Code | Application Is For | Return Code |
|--|-------------|-----------------------------------|-------------|
| Form 990 or Form 990-EZ | 01 | Form 990-T (corporation) | 07 |
| Form 990-BL | 02 | Form 1041-A | 08 |
| Form 4720 (individual) | 03 | Form 4720 (other than individual) | 09 |
| Form 990-PF | 04 | Form 5227 | 10 |
| Form 990-T (sec. 401(a) or 408(a) trust) | 05 | Form 6069 | 11 |
| Form 990-T (trust other than above) | 06 | Form 8870 | 12 |

TIMOTHY ROGERS

- The books are in the care of ► **733 10TH STREET NW, NO. 700 - WASHINGTON, DC 20001**
Telephone No. ► **202-637-3000** Fax No. ► _____

- If the organization does not have an office or place of business in the United States, check this box ☐
• If this is for a Group Return, enter the organization's four digit Group Exemption Number (GEN) _____. If this is for the whole group, check this box ☐. If it is for part of the group, check this box ☐ and attach a list with the names and EINs of all members the extension is for.

- 1 I request an automatic 6-month extension of time until **NOVEMBER 15, 2019**, to file the exempt organization return for the organization named above. The extension is for the organization's return for:
► ☒ calendar year **2018** or
► ☐ tax year beginning _____, and ending _____.

- 2 If the tax year entered in line 1 is for less than 12 months, check reason: ☐ Initial return ☐ Final return
☐ Change in accounting period

| | | | |
|---|-----------|----|-----------|
| 3a If this application is for Forms 990-BL, 990-PF, 990-T, 4720, or 6069, enter the tentative tax, less any nonrefundable credits. See instructions. | 3a | \$ | 0. |
| b If this application is for Forms 990-PF, 990-T, 4720, or 6069, enter any refundable credits and estimated tax payments made. Include any prior year overpayment allowed as a credit. | 3b | \$ | 0. |
| c Balance due. Subtract line 3b from line 3a. Include your payment with this form, if required, by using EFTPS (Electronic Federal Tax Payment System). See instructions. | 3c | \$ | 0. |

Caution: If you are going to make an electronic funds withdrawal (direct debit) with this Form 8868, see Form 8453-EO and Form 8879-EO for payment instructions.

NATIONAL ASSOCIATION OF MANUFACTURERS
OF THE UNITED STATES OF AMERICA

Form 990 (2018)

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Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III ☒ **X**

1 Briefly describe the organization's mission:

TO ENHANCE THE COMPETITIVENESS OF MANUFACTURERS BY SHAPING A
LEGISLATIVE AND REGULATORY ENVIRONMENT CONDUCTIVE TO US ECONOMIC GROWTH
AND TO INCREASE UNDERSTANDING AMONG POLICYMAKERS, THE MEDIA AND THE
GENERAL PUBLIC ABOUT THE VITAL ROLE OF MANUFACTURING TO AMERICA'S

2 Did the organization undertake any significant program services during the year which were not listed on the
prior Form 990 or 990-EZ? ☐ Yes ☒ No

If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? ☐ Yes ☒ No

If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses.
Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and
revenue, if any, for each program service reported.

4a (Code:) (Expenses \$ including grants of \$) (Revenue \$)

POLICY & EXTERNAL AFFAIRS DIVISION: REPRESENTS AND COORDINATES
ASSOCIATION COMMITTEES, SUBCOMMITTEES, AND TASK FORCES ON REGULATORY
AND LEGISLATIVE ISSUES.

4b (Code:) (Expenses \$ including grants of \$) (Revenue \$)

MARKETING & MEMBERSHIP DIVISION: RECRUITS AND RETAINS MEMBERS,
COORDINATES MEMBER RELATIONS AT LOCAL AND NATIONAL LEVEL. HOLDS
NUMEROUS MEETINGS, SELLS PUBLICATIONS TO MEMBERS AND NONMEMBERS.

4c (Code:) (Expenses \$ including grants of \$) (Revenue \$)

COMMUNICATION DIVISION: A CLEARINGHOUSE OF INFORMATION FOR MEMBERS,
PUBLISHES NEWSLETTERS TO MEMBERS, AND MANAGES WEBSITE.

4d Other program services (Describe in Schedule O.)

(Expenses \$ including grants of \$) (Revenue \$)

4e Total program service expenses ►

**NATIONAL ASSOCIATION OF MANUFACTURERS
OF THE UNITED STATES OF AMERICA**

Form 990 (2018)

13-1084330 Page **3**

Part IV Checklist of Required Schedules

| | Yes | No |
|---|------------|----------|
| 1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i> | 1 | X |
| 2 Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> ? | 2 | X |
| 3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i> | 3 | X |
| 4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i> | 4 | |
| 5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? <i>If "Yes," complete Schedule C, Part III</i> | 5 | X |
| 6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i> | 6 | X |
| 7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i> | 7 | X |
| 8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i> | 8 | X |
| 9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i> | 9 | X |
| 10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? <i>If "Yes," complete Schedule D, Part V</i> | 10 | X |
| 11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable. | | |
| a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI</i> | 11a | X |
| b Did the organization report an amount for investments - other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII</i> | 11b | X |
| c Did the organization report an amount for investments - program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i> | 11c | X |
| d Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i> | 11d | X |
| e Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i> | 11e | X |
| f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X</i> | 11f | X |
| 12a Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i> | 12a | X |
| b Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i> | 12b | X |
| 13 Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i> | 13 | X |
| 14a Did the organization maintain an office, employees, or agents outside of the United States? | 14a | X |
| b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV</i> | 14b | X |
| 15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV</i> | 15 | X |
| 16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV</i> | 16 | X |
| 17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I</i> | 17 | X |
| 18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i> | 18 | X |
| 19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i> | 19 | X |
| 20a Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i> | 20a | X |
| b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return? | 20b | |
| 21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i> | 21 | X |

**NATIONAL ASSOCIATION OF MANUFACTURERS
OF THE UNITED STATES OF AMERICA**

Form 990 (2018)

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Part IV Checklist of Required Schedules (continued)

| | Yes | No |
|--|------------|----------|
| 22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i> | 22 | X |
| 23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i> | 23 | X |
| 24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i> | 24a | X |
| b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? | 24b | |
| c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? | 24c | |
| d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? | 24d | |
| 25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i> | 25a | |
| b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i> | 25b | |
| 26 Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? <i>If "Yes," complete Schedule L, Part II</i> | 26 | X |
| 27 Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i> | 27 | X |
| 28 Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions): | | |
| a A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> | 28a | X |
| b A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> | 28b | X |
| c An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV</i> | 28c | X |
| 29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i> | 29 | X |
| 30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i> | 30 | X |
| 31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i> | 31 | X |
| 32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i> | 32 | X |
| 33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i> | 33 | X |
| 34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i> | 34 | X |
| 35a Did the organization have a controlled entity within the meaning of section 512(b)(13)? | 35a | X |
| b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i> | 35b | X |
| 36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i> | 36 | |
| 37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i> | 37 | X |
| 38 Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? Note. All Form 990 filers are required to complete Schedule O | 38 | X |

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V ☐

| | Yes | No |
|---|-----------|----------|
| 1a Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable | 1a | 140 |
| b Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable | 1b | 0 |
| c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners? | 1c | X |

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Part V **Statements Regarding Other IRS Filings and Tax Compliance** (continued)

| | | Yes | No |
|--|---------------|----------|----------|
| 2a Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return | 2a 179 | | |
| b If at least one is reported on line 2a, did the organization file all required federal employment tax returns? | 2b | X | |
| Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions) | | | |
| 3a Did the organization have unrelated business gross income of \$1,000 or more during the year? | 3a | X | |
| b If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation in Schedule O | 3b | X | |
| 4a At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)? | 4a | | X |
| b If "Yes," enter the name of the foreign country: ▶ | | | |
| See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR). | | | |
| 5a Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? | 5a | | X |
| b Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction? | 5b | | X |
| c If "Yes" to line 5a or 5b, did the organization file Form 8886-T? | 5c | | |
| 6a Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions? | 6a | X | |
| b If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible? | 6b | X | |
| 7 Organizations that may receive deductible contributions under section 170(c). | | | |
| a Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor? | 7a | | |
| b If "Yes," did the organization notify the donor of the value of the goods or services provided? | 7b | | |
| c Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282? | 7c | | |
| d If "Yes," indicate the number of Forms 8282 filed during the year | 7d | | |
| e Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract? | 7e | | |
| f Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? | 7f | | |
| g If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required? .. | 7g | | |
| h If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C? .. | 7h | | |
| 8 Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year? | 8 | | |
| 9 Sponsoring organizations maintaining donor advised funds. | | | |
| a Did the sponsoring organization make any taxable distributions under section 4966? | 9a | | |
| b Did the sponsoring organization make a distribution to a donor, donor advisor, or related person? | 9b | | |
| 10 Section 501(c)(7) organizations. Enter: | | | |
| a Initiation fees and capital contributions included on Part VIII, line 12 | 10a | | |
| b Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities | 10b | | |
| 11 Section 501(c)(12) organizations. Enter: | | | |
| a Gross income from members or shareholders | 11a | | |
| b Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.) | 11b | | |
| 12a Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041? | 12a | | |
| b If "Yes," enter the amount of tax-exempt interest received or accrued during the year | 12b | | |
| 13 Section 501(c)(29) qualified nonprofit health insurance issuers. | | | |
| a Is the organization licensed to issue qualified health plans in more than one state? | 13a | | |
| Note. See the instructions for additional information the organization must report on Schedule O. | | | |
| b Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans | 13b | | |
| c Enter the amount of reserves on hand | 13c | | |
| 14a Did the organization receive any payments for indoor tanning services during the tax year? | 14a | | X |
| b If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O | 14b | | |
| 15 Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? | 15 | X | |
| If "Yes," see instructions and file Form 4720, Schedule N. | | | |
| 16 Is the organization an educational institution subject to the section 4968 excise tax on net investment income? | 16 | | X |
| If "Yes," complete Form 4720, Schedule O. | | | |

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Part VI Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI ☒ **X**

Section A. Governing Body and Management

| | | Yes | No |
|---|-----------|----------|----------|
| 1a Enter the number of voting members of the governing body at the end of the tax year | 1a | 204 | |
| If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O. | | | |
| b Enter the number of voting members included in line 1a, above, who are independent | 1b | 203 | |
| 2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee? | 2 | X | |
| 3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, or trustees, or key employees to a management company or other person? | 3 | | X |
| 4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? | 4 | | X |
| 5 Did the organization become aware during the year of a significant diversion of the organization's assets? | 5 | | X |
| 6 Did the organization have members or stockholders? | 6 | X | |
| 7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body? | 7a | X | |
| b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? | 7b | X | |
| 8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following: | | | |
| a The governing body? | 8a | X | |
| b Each committee with authority to act on behalf of the governing body? | 8b | X | |
| 9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O | 9 | | X |

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

| | | Yes | No |
|---|------------|----------|----------|
| 10a Did the organization have local chapters, branches, or affiliates? | 10a | | X |
| b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? | 10b | | |
| 11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? | 11a | | X |
| b Describe in Schedule O the process, if any, used by the organization to review this Form 990. | | | |
| 12a Did the organization have a written conflict of interest policy? If "No," go to line 13 | 12a | X | |
| b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? | 12b | X | |
| c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done | 12c | X | |
| 13 Did the organization have a written whistleblower policy? | 13 | X | |
| 14 Did the organization have a written document retention and destruction policy? | 14 | X | |
| 15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision? | | | |
| a The organization's CEO, Executive Director, or top management official | 15a | X | |
| b Other officers or key employees of the organization | 15b | X | |
| If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions). | | | |
| 16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? | 16a | | X |
| b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements? | 16b | | |

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed **NONE**

18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
☐ Own website ☐ Another's website ☒ Upon request ☐ Other (explain in Schedule O)

19 Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, address, and telephone number of the person who possesses the organization's books and records ▶
TIMOTHY ROGERS - 202-637-3000
733 10TH STREET NW, NO. 700, WASHINGTON, DC 20001

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Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII ☐

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

| (A) Name and Title | (B) Average hours per week (list any hours for related organizations below line) | (C) Position (do not check more than one box, unless person is both an officer and a director/trustee) | | | | | | (D) Reportable compensation from the organization (W-2/1099-MISC) | (E) Reportable compensation from related organizations (W-2/1099-MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
|--|---|--|-----------------------|---------|--------------|------------------------------|--------|--|---|---|
| | | Individual trustee or director | Institutional trustee | Officer | Key employee | Highest compensated employee | Former | | | |
| (1) JAY TIMMONS CHIEF EXECUTIVE OFFICER | 40.00 2.00 | X | | X | | | | 3,083,128. | 0. | 559,782. |
| (2) DAVID N. FARR CHAIRMAN | 1.00 | X | | X | | | | 0. | 0. | 0. |
| (3) DAVID T. SEATON VICE CHAIRMAN | 1.00 | X | | X | | | | 0. | 0. | 0. |
| (4) DEV AHUJA BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (5) ANTHONY AIELLO BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (6) KEITH J. ALLMAN BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (7) ALEJANDRO ALVAREZ BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (8) JASON ANDRINGA BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (9) TIMOTHY E. BAILEY BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (10) DAVID E. BARENSFELD BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (11) MATT BARR BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (12) ROBERT BARRETT BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (13) KURT R. BAUER BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (14) JEANNE BEACHAM BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (15) SCOTT E. BECKER BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (16) ROBERT F. BELDEN BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (17) STEVAN B. BOBB BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |

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Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

| (A) Name and title | (B) Average hours per week (list any hours for related organizations below line) | (C) Position (do not check more than one box, unless person is both an officer and a director/trustee) | | | | | | (D) Reportable compensation from the organization (W-2/1099-MISC) | (E) Reportable compensation from related organizations (W-2/1099-MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
|--|---|--|-----------------------|---------|--------------|------------------------------|--------|--|---|---|
| | | Individual trustee or director | Institutional trustee | Officer | Key employee | Highest compensated employee | Former | | | |
| (18) RONALD W. BOLES BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (19) BOBBY BONO BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (20) GLENN E. BOST II BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (21) PAUL G. BOYNTON BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (22) JOHN L. BRETT BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (23) WEBB SCOTT BROWN BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (24) KAREN BUCHWALD WRIGHT BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (25) THOMAS A. BURKE BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (26) ERIC L. BURKLAND BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| 1b Sub-total | | | | | | | | 3,083,128. | 0. | 559,782. |
| c Total from continuation sheets to Part VII, Section A | | | | | | | | 5,172,289. | 0. | 493,657. |
| d Total (add lines 1b and 1c) | | | | | | | | 8,255,417. | 0. | 1,053,439. |

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization **68**

| | Yes | No |
|--|-----|----|
| 3 Did the organization list any former officer, director, or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i> | | X |
| 4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i> | X | |
| 5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i> | | X |

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

| (A) Name and business address | (B) Description of services | (C) Compensation |
|---|--------------------------------|---------------------|
| DCI GROUP AZ LLC, 1828 L STREET, NW SUITE 400, WASHINGTON, DC 20036 | CONSULTING SERVICES | 1,670,666. |
| COMPASS LEXECON 200 STATE STREET, BOSTON, MA 02109 | CONSULTING SERVICES | 1,200,000. |
| DDC PUBLIC AFFAIRS 805 15TH STREET, NW, WASHINGTON, DC 20005 | CONSULTING & LOBBYING SERVICES | 1,069,650. |
| FTI (SC) CONSULTING, INC. 88 PINE STREET, NEW YORK, NY 10005 | CONSULTING SERVICES | 816,473. |
| LOCUST STREET GROUP, 2008 HILLYER PLACE, NW, WASHINGTON, DC 20009 | CONSULTING SERVICES | 419,291. |

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization **40**

SEE PART VII, SECTION A CONTINUATION SHEETS

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Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees *(continued)*

| (A) Name and title | (B) Average hours per week (list any hours for related organizations below line) | (C) Position (check all that apply) | | | | | | (D) Reportable compensation from the organization (W-2/1099-MISC) | (E) Reportable compensation from related organizations (W-2/1099-MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
|---|--|---|-----------------------|---------|--------------|------------------------------|--------|---|---|--|
| | | Individual trustee or director | Institutional trustee | Officer | Key employee | Highest compensated employee | Former | | | |
| (27) DEAN BURROWS BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (28) WILLIAM CARTEAUX BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (29) NEIL A. CHAPMAN BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (30) BRIAN CHEVLIN BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (31) ANNETTE CLAYTON BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (32) DEBRA CLEMENTS BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (33) PETER CLEVELAND BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (34) BERNARD W. COLEMAN BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (35) MELANIE COOK BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (36) JULIE B. COPELAND BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (37) MARK A. CORDOVA BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (38) ROBERT B. CRAIN BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (39) K.C. CROSTHWAITE BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (40) WALTER P. CZARNECKI BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (41) LANCE D'AMICO BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (42) DAVID C. DAUCH BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (43) STEVE DEVOE BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (44) DHAMO DHAMOTHARAN BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (45) TIMOTHY J. DONAHUE BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (46) MICHAEL R. DUMAIS BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| Total to Part VII, Section A, line 1c | | | | | | | | | | |

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Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees *(continued)*

| (A) Name and title | (B) Average hours per week (list any hours for related organizations below line) | (C) Position (check all that apply) | | | | | | (D) Reportable compensation from the organization (W-2/1099-MISC) | (E) Reportable compensation from related organizations (W-2/1099-MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
|---|--|---|-----------------------|---------|--------------|------------------------------|--------|---|---|--|
| | | Individual trustee or director | Institutional trustee | Officer | Key employee | Highest compensated employee | Former | | | |
| (47) THOMAS V. EASTERDAY BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (48) JOHN W. EAVES BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (49) JOE EDDY BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (50) JEFFREY S. EDWARDS BOARD MEMBER | 1.00 1.00 | X | | | | | | 0. | 0. | 0. |
| (51) CHRISTIAN J. EDWARDS BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (52) PHILIP ELLENDER BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (53) SUSAN ELLERBUSCH BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (54) JOHN J. ENGEL BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (55) THOMAS C. EVERS BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (56) THOMAS J. FELMER BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (57) JOHN J. FERRIOLA BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (58) MARIE A. FFOLES BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (59) JAMES FITTERLING BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (60) RICHARD J. FREELAND BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (61) JEFF T. FRENCH BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (62) PETER GANZ BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (63) RICH GIMMEL BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (64) KARL G. GLASSMAN BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (65) DANIEL GLIER BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (66) DREW GREENBLATT BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| Total to Part VII, Section A, line 1c | | | | | | | | | | |

**NATIONAL ASSOCIATION OF MANUFACTURERS
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Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees *(continued)*

| (A) Name and title | (B) Average hours per week (list any hours for related organizations below line) | (C) Position (check all that apply) | | | | | | (D) Reportable compensation from the organization (W-2/1099-MISC) | (E) Reportable compensation from related organizations (W-2/1099-MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
|---|--|---|-----------------------|---------|--------------|------------------------------|--------|---|---|--|
| | | Individual trustee or director | Institutional trustee | Officer | Key employee | Highest compensated employee | Former | | | |
| (67) VICTOR GRIZZLE BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (68) MIKE GROMACKI BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (69) DAWN GROVE BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (70) KEITH A. HAAS BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (71) HAROLD G. HAMM BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (72) THOMAS W. HANDLEY BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (73) RICHARD J. HARSHMAN BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (74) BRIAN L. HECKLER BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (75) ERIK HEGGEN BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (76) ROBERT HILL BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (77) CLARKSON HINE BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (78) VICTORIA M. HOLT BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (79) SHERRI HOTZLER BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (80) PAUL L. HOWES BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (81) FREDERICK S. HUMPHRIES BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (82) HANNES HUNSCHOFSKY JR. BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (83) KARL HUTTER BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (84) ERIC ISBISTER BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (85) CHRISTOPHER L. JAHN BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (86) AL JENNINGS BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| Total to Part VII, Section A, line 1c | | | | | | | | | | |

**NATIONAL ASSOCIATION OF MANUFACTURERS
OF THE UNITED STATES OF AMERICA**

Form 990

13-1084330

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees *(continued)*

| (A) Name and title | (B) Average hours per week (list any hours for related organizations below line) | (C) Position (check all that apply) | | | | | | (D) Reportable compensation from the organization (W-2/1099-MISC) | (E) Reportable compensation from related organizations (W-2/1099-MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
|---|--|---|-----------------------|---------|--------------|------------------------------|--------|---|---|--|
| | | Individual trustee or director | Institutional trustee | Officer | Key employee | Highest compensated employee | Former | | | |
| (87) KELLIE JOHNSON BOARD MEMBER | 1.00 1.00 | X | | | | | | 0. | 0. | 0. |
| (88) DENISE C. JOHNSON BOARD MEMBER | 1.00 1.00 | X | | | | | | 0. | 0. | 0. |
| (89) PAULA JOHNSON BOARD MEMBER | 1.00 1.00 | X | | | | | | 0. | 0. | 0. |
| (90) PAUL J. JONES BOARD MEMBER | 1.00 1.00 | X | | | | | | 0. | 0. | 0. |
| (91) KAREN JOSLYN BOARD MEMBER | 1.00 1.00 | X | | | | | | 0. | 0. | 0. |
| (92) HENRI JUNG BOARD MEMBER | 1.00 1.00 | X | | | | | | 0. | 0. | 0. |
| (93) HANNAH KAIN BOARD MEMBER | 1.00 1.00 | X | | | | | | 0. | 0. | 0. |
| (94) PAMELA KAN BOARD MEMBER | 1.00 1.00 | X | | | | | | 0. | 0. | 0. |
| (95) MICHAEL C. KARSONOVICH BOARD MEMBER | 1.00 1.00 | X | | | | | | 0. | 0. | 0. |
| (96) TIMOTHY J. KEATING BOARD MEMBER | 1.00 1.00 | X | | | | | | 0. | 0. | 0. |
| (97) THOMAS KENDRIS BOARD MEMBER | 1.00 1.00 | X | | | | | | 0. | 0. | 0. |
| (98) GAGE A. KENT BOARD MEMBER | 1.00 1.00 | X | | | | | | 0. | 0. | 0. |
| (99) JAMES F. KEPPLER BOARD MEMBER | 1.00 1.00 | X | | | | | | 0. | 0. | 0. |
| (100) THOMAS KINISKY BOARD MEMBER | 1.00 1.00 | X | | | | | | 0. | 0. | 0. |
| (101) KENDIG K. KNEEN BOARD MEMBER | 1.00 1.00 | X | | | | | | 0. | 0. | 0. |
| (102) KIMBERLY KORBEL BOARD MEMBER | 1.00 1.00 | X | | | | | | 0. | 0. | 0. |
| (103) RICHARD J. KRAMER BOARD MEMBER | 1.00 1.00 | X | | | | | | 0. | 0. | 0. |
| (104) LAWRENCE E. KURZIUS BOARD MEMBER | 1.00 1.00 | X | | | | | | 0. | 0. | 0. |
| (105) RICHARD G. KYLE BOARD MEMBER | 1.00 1.00 | X | | | | | | 0. | 0. | 0. |
| (106) MICHAEL W. LAMACH BOARD MEMBER | 1.00 1.00 | X | | | | | | 0. | 0. | 0. |
| Total to Part VII, Section A, line 1c | | | | | | | | | | |

**NATIONAL ASSOCIATION OF MANUFACTURERS
OF THE UNITED STATES OF AMERICA**

Form 990

13-1084330

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

| (A) Name and title | (B) Average hours per week (list any hours for related organizations below line) | (C) Position (check all that apply) | | | | | | (D) Reportable compensation from the organization (W-2/1099-MISC) | (E) Reportable compensation from related organizations (W-2/1099-MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
|---|--|---|-----------------------|---------|--------------|------------------------------|--------|---|---|--|
| | | Individual trustee or director | Institutional trustee | Officer | Key employee | Highest compensated employee | Former | | | |
| (107) LEANDRO LECHETA BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (108) GERALD LETENDRE BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (109) W. KIRK LIDDELL BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (110) MIKE LIND BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (111) JON T. LINDEKUGEL BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (112) PERSIO V. LISBOA BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (113) KEIRA LOMBARDO BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (114) JAMES M. LOREE BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (115) KIRSTEN LUND-JURGENSEN BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (116) ANDREW LUNDQUIST BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (117) GERALD MACCLEARY BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (118) DUNCAN MACLEAN BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (119) DAVID W. MACLENNAN BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (120) DONALD MAIER BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (121) CHRISTOPHER L. MAPES BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (122) MARK MARANO BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (123) CHARLES A. MARTIN BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (124) SUSAN MARVIN BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (125) JOHN M. MATHER BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (126) STEWART G. MCMILLAN CPA BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| Total to Part VII, Section A, line 1c | | | | | | | | | | |

**NATIONAL ASSOCIATION OF MANUFACTURERS
OF THE UNITED STATES OF AMERICA**

Form 990

13-1084330

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees *(continued)*

| (A) Name and title | (B) Average hours per week (list any hours for related organizations below line) | (C) Position (check all that apply) | | | | | | (D) Reportable compensation from the organization (W-2/1099-MISC) | (E) Reportable compensation from related organizations (W-2/1099-MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
|--|--|---|-----------------------|---------|--------------|------------------------------|--------|---|---|--|
| | | Individual trustee or director | Institutional trustee | Officer | Key employee | Highest compensated employee | Former | | | |
| (127) MARK A. MEDLEY BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (128) STEVEN A. MENAKER BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (129) DYKE F. MESSINGER BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (130) JAMES METCALF BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (131) RANDALL J. MILLER BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (132) PATRICIA M. MILLER BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (133) ALBERT R. MILLER BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (134) SCOTT D. MOORE BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (135) GUY MOOS BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (136) BLAKE D. MORET BOARD MEMBER | 1.00 1.00 | X | | | | | | 0. | 0. | 0. |
| (137) JOHN G. MORIKIS BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (138) SCOTT C. MORRISON BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (139) RANDY J. NEBEL BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (140) J. LARRY NICHOLS BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (141) CHRIS NIELSEN BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (142) CHRISTOPHER J. O'CONNELL BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (143) PETER B. OLEKSIK BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (144) WILLIAM F. OPLINGER BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (145) JAMES C. O'ROURKE BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (146) SEEMA PAJULA BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| Total to Part VII, Section A, line 1c | | | | | | | | | | |

**NATIONAL ASSOCIATION OF MANUFACTURERS
OF THE UNITED STATES OF AMERICA**

Form 990

13-1084330

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees *(continued)*

| (A) Name and title | (B) Average hours per week (list any hours for related organizations below line) | (C) Position (check all that apply) | | | | | | (D) Reportable compensation from the organization (W-2/1099-MISC) | (E) Reportable compensation from related organizations (W-2/1099-MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
|---|--|---|-----------------------|---------|--------------|------------------------------|--------|---|---|--|
| | | Individual trustee or director | Institutional trustee | Officer | Key employee | Highest compensated employee | Former | | | |
| (147) ANTONIS PAPADOURAKIS BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (148) KEVIN PARKER BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (149) CHARLES R. PATTON BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (150) ROY V. PAULSON BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (151) PETER M. PEREZ BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (152) C. MICHAEL PETERS BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (153) NICHOLAS T. PINCHUK BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (154) RICE POWELL BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (155) JOSEPH F. PUISHYS BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (156) BRUCE W. PULKKINEN BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (157) LEIGH ANN PUSEY SR. BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (158) PHIL RAIMONDO BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (159) AUSTIN RAMIREZ BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (160) MATTHEW S. RAMSEY BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (161) ALFRED M. RANKIN BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (162) JOE A. RAVER JR. BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (163) RICHARD K. REECE BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (164) KIRK W. REICH BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (165) THOMAS J. RIORDAN BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (166) QUENTIN L. ROACH BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| Total to Part VII, Section A, line 1c | | | | | | | | | | |

**NATIONAL ASSOCIATION OF MANUFACTURERS
OF THE UNITED STATES OF AMERICA**

Form 990

13-1084330

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees *(continued)*

| (A) Name and title | (B) Average hours per week (list any hours for related organizations below line) | (C) Position (check all that apply) | | | | | | (D) Reportable compensation from the organization (W-2/1099-MISC) | (E) Reportable compensation from related organizations (W-2/1099-MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
|---|--|---|-----------------------|---------|--------------|------------------------------|--------|---|---|--|
| | | Individual trustee or director | Institutional trustee | Officer | Key employee | Highest compensated employee | Former | | | |
| (167) CHRIS ROTH BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (168) PAUL RUPPERT BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (169) DANIEL W. RYAN BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (170) JENNIFER F. SCANLON BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (171) GREG SCHEU BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (172) JOHN R. SCHMIDT BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (173) LOUIS S. SCHMUKLER BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (174) FRANK SCHOLZ BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (175) RICK SCHOSTEK BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (176) RICK SCHREIBER BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (177) STEVE SCHULTE CPA BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (178) ALAN SHAW BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (179) YANNIS SKOUFALOS BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (180) WALLACE E. SMITH BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (181) DOUGLAS A. STARRETT BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (182) STEVE STAUB BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (183) W. FLETCHER STEELE BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (184) JAMES F. STERN BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (185) LEE J. STYSLINGER BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (186) CHARLES SUKUP BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| Total to Part VII, Section A, line 1c | | | | | | | | | | |

**NATIONAL ASSOCIATION OF MANUFACTURERS
OF THE UNITED STATES OF AMERICA**

Form 990

13-1084330

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees *(continued)*

| (A) Name and title | (B) Average hours per week (list any hours for related organizations below line) | (C) Position (check all that apply) | | | | | | (D) Reportable compensation from the organization (W-2/1099-MISC) | (E) Reportable compensation from related organizations (W-2/1099-MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
|--|--|---|-----------------------|---------|--------------|------------------------------|--------|---|---|--|
| | | Individual trustee or director | Institutional trustee | Officer | Key employee | Highest compensated employee | Former | | | |
| (187) DOUG SUTTLES III BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (188) WAYNE SWANTON BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (189) GLEN TELLOCK BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (190) WARD J. TIMKEN BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (191) STEVEN C. VOORHEES BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (192) MARK E. WALLACE JR. BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (193) TIMOTHY R. WALLACE BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (194) KATHRYN E. WENGEL BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (195) SANDRA WESTLUND-DEENIHAN BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (196) CHARLES T. WETHERINGTON BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (197) DAVID L. WHIKEHART BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (198) W. ANTHONY WILL BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (199) ICY L. WILLIAMS BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (200) JOHN T. WILLIAMS BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (201) JEFFREY M. WILLIAMS BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (202) DELLA H. WILLIAMS BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (203) ELIZABETH C. WINSOR BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (204) CHRISTOPHER C. WOMACK BOARD MEMBER | 1.00 | X | | | | | | 0. | 0. | 0. |
| (205) TODD BOPPELL COO | 40.00 1.00 | | | X | | | | 613,759. | 0. | 46,032. |
| (206) LINDA KELLY SECRETARY | 40.00 | | | X | | | | 578,956. | 0. | 46,031. |
| Total to Part VII, Section A, line 1c | | | | | | | | | | |

**NATIONAL ASSOCIATION OF MANUFACTURERS
OF THE UNITED STATES OF AMERICA**

Form 990

13-1084330

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees *(continued)*

| (A) Name and title | (B) Average hours per week (list any hours for related organizations below line) | (C) Position (check all that apply) | | | | | | (D) Reportable compensation from the organization (W-2/1099-MISC) | (E) Reportable compensation from related organizations (W-2/1099-MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
|---|--|---|-----------------------|---------|--------------|------------------------------|--------|---|---|--|
| | | Individual trustee or director | Institutional trustee | Officer | Key employee | Highest compensated employee | Former | | | |
| (207) ARIC NEWHOUSE SVP - POLICY & GR | 40.00 | | | | X | | | 720,900. | 0. | 36,994. |
| (208) JEFF PIERCE SVP - MEMBERSHIP & SD | 40.00 | | | | X | | | 610,700. | 0. | 56,311. |
| (209) ERIN STREETER SVP - COMMUNICATIONS | 40.00 | | | | X | | | 533,884. | 0. | 46,031. |
| (210) KEITH SMITH SVP - EXTERNAL RELATIONS | 40.00 | | | | X | | | 410,090. | 0. | 35,361. |
| (211) ADRIA BROCKMAN VP - MEMBERSHIP | 40.00 | | | | | X | | 379,235. | 0. | 45,869. |
| (212) ROSS EISENBERG VP-ERP | 40.00 | | | | | X | | 352,703. | 0. | 45,969. |
| (213) LINDA DEMPSEY VP-IEA | 40.00 | | | | | X | | 345,356. | 0. | 45,969. |
| (214) PAUL HARTGEN VP-MBS | 40.00 | | | | | X | | 300,564. | 0. | 44,236. |
| (215) CAROLYN LEE EXECUTIVE DIRECTOR - MI | 1.00 40.00 | | | | | X | | 326,142. | 0. | 44,854. |
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| Total to Part VII, Section A, line 1c | | | | | | | | 5,172,289. | | 493,657. |

**NATIONAL ASSOCIATION OF MANUFACTURERS
OF THE UNITED STATES OF AMERICA**

Form 990 (2018)

13-1084330 Page **9**

Part VIII Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII ☐

| | | | | (A) Total revenue | (B) Related or exempt function revenue | (C) Unrelated business revenue | (D) Revenue excluded from tax under sections 512 - 514 | |
|---|--|----------------------|---------------|----------------------|---|---|--|--|
| Contributions, Gifts, Grants and Other Similar Amounts | 1 a Federated campaigns | 1a | | | | | | |
| | b Membership dues | 1b | | | | | | |
| | c Fundraising events | 1c | | | | | | |
| | d Related organizations | 1d | | | | | | |
| | e Government grants (contributions) | 1e | | | | | | |
| | f All other contributions, gifts, grants, and similar amounts not included above | 1f | | | | | | |
| | g Noncash contributions included in lines 1a-1f: \$ | | | | | | | |
| | h Total. Add lines 1a-1f | | | | | | | |
| Program Service Revenue | 2 a MEMBER DUES | Business Code | 900099 | 37,826,651. | 37,826,651. | | | |
| | b ADVOCACY & LITIGATION | | 900099 | 9,248,290. | 9,248,290. | | | |
| | c SPONSORSHIPS | | 900099 | 1,130,550. | | | 1,130,550. | |
| | d AFFILIATION FEES | | 900099 | 745,120. | 745,120. | | | |
| | e MEMBER PROGRAMS | | 900099 | 555,511. | 529,163. | 26,348. | | |
| | f All other program service revenue | | 900099 | 219,057. | 219,057. | | | |
| | g Total. Add lines 2a-2f | | | | 49,725,179. | | | |
| | 3 Investment income (including dividends, interest, and other similar amounts) | | | | 493,881. | | 493,881. | |
| 4 Income from investment of tax-exempt bond proceeds | | | | | | | | |
| 5 Royalties | | | | | | | | |
| Other Revenue | 6 a Gross rents | (i) Real | (ii) Personal | | | | | |
| | b Less: rental expenses | | | | | | | |
| | c Rental income or (loss) | | | | | | | |
| | d Net rental income or (loss) | | | | | | | |
| | 7 a Gross amount from sales of assets other than inventory | (i) Securities | (ii) Other | | | | | |
| | b Less: cost or other basis and sales expenses | | | | | | | |
| | c Gain or (loss) | | | | | | | |
| | d Net gain or (loss) | | | | | | | |
| | 8 a Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18 | a | | | | | | |
| | b Less: direct expenses | b | | | | | | |
| | c Net income or (loss) from fundraising events | | | | | | | |
| | 9 a Gross income from gaming activities. See Part IV, line 19 | a | | | | | | |
| | b Less: direct expenses | b | | | | | | |
| | c Net income or (loss) from gaming activities | | | | | | | |
| | 10 a Gross sales of inventory, less returns and allowances | a | | | | | | |
| | b Less: cost of goods sold | b | | | | | | |
| | c Net income or (loss) from sales of inventory | | | | | | | |
| | Miscellaneous Revenue | | | Business Code | | | | |
| | 11 a | | | 900099 | 24,955. | | 24,955. | |
| | b | | | | | | | |
| c | | | | | | | | |
| d All other revenue | | | | | | | | |
| e Total. Add lines 11a-11d | | | | 24,955. | | | | |
| 12 Total revenue. See instructions | | | | 51,113,273. | 48,568,281. | 26,348. | 2,518,644. | |

**NATIONAL ASSOCIATION OF MANUFACTURERS
OF THE UNITED STATES OF AMERICA**

Form 990 (2018)

13-1084330 Page **10**

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX ☒ **X**

| Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII. | (A) Total expenses | (B) Program service expenses | (C) Management and general expenses | (D) Fundraising expenses |
|--|-----------------------|---------------------------------|--|-----------------------------|
| 1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21 ... | | | | |
| 2 Grants and other assistance to domestic individuals. See Part IV, line 22 | | | | |
| 3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16 | | | | |
| 4 Benefits paid to or for members | | | | |
| 5 Compensation of current officers, directors, trustees, and key employees | 7,377,959. | | | |
| 6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) | | | | |
| 7 Other salaries and wages | 18,049,377. | | | |
| 8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions) | 502,601. | | | |
| 9 Other employee benefits | 910,200. | | | |
| 10 Payroll taxes | 1,271,338. | | | |
| 11 Fees for services (non-employees): | | | | |
| a Management | | | | |
| b Legal | 1,883,191. | | | |
| c Accounting | 95,543. | | | |
| d Lobbying | | | | |
| e Professional fundraising services. See Part IV, line 17 | | | | |
| f Investment management fees | | | | |
| g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Sch O.) | 9,549,634. | | | |
| 12 Advertising and promotion | 1,143,493. | | | |
| 13 Office expenses | 1,177,203. | | | |
| 14 Information technology | | | | |
| 15 Royalties | | | | |
| 16 Occupancy | 3,391,647. | | | |
| 17 Travel | 1,475,068. | | | |
| 18 Payments of travel or entertainment expenses for any federal, state, or local public officials ... | | | | |
| 19 Conferences, conventions, and meetings | 2,318,543. | | | |
| 20 Interest | 44,019. | | | |
| 21 Payments to affiliates | 599,700. | | | |
| 22 Depreciation, depletion, and amortization | 739,165. | | | |
| 23 Insurance | 174,306. | | | |
| 24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.) | | | | |
| a TAXES | 478,822. | | | |
| b SUBSCRIPTIONS | 378,054. | | | |
| c MEMBERSHIP DUES | 336,946. | | | |
| d TRAINING | 66,584. | | | |
| e All other expenses | 87,745. | | | |
| 25 Total functional expenses. Add lines 1 through 24e | 52,051,138. | | | |
| 26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. | | | | |

Check here ☐ if following SOP 98-2 (ASC 958-720)

**NATIONAL ASSOCIATION OF MANUFACTURERS
OF THE UNITED STATES OF AMERICA**

Form 990 (2018)

13-1084330 Page **11**

Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part X ☐

| | | (A) Beginning of year | | (B) End of year |
|--|---|--------------------------|-------------|--------------------|
| Assets | 1 Cash - non-interest-bearing | 8,780,807. | 1 | 4,109,097. |
| | 2 Savings and temporary cash investments | 7,575,941. | 2 | 8,653,138. |
| | 3 Pledges and grants receivable, net | | 3 | |
| | 4 Accounts receivable, net | 1,724,005. | 4 | 4,172,341. |
| | 5 Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L | | 5 | |
| | 6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instr). Complete Part II of Sch L | | 6 | |
| | 7 Notes and loans receivable, net | | 7 | |
| | 8 Inventories for sale or use | | 8 | |
| | 9 Prepaid expenses and deferred charges | 325,535. | 9 | 501,874. |
| | 10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D | 5,741,694. | | |
| | b Less: accumulated depreciation | 4,124,207. | | |
| | 11 Investments - publicly traded securities | 1,591,646. | 10c | 1,617,487. |
| | 12 Investments - other securities. See Part IV, line 11 | 15,842,866. | 11 | 13,395,047. |
| | 13 Investments - program-related. See Part IV, line 11 | 15,000. | 12 | 15,000. |
| | 14 Intangible assets | 0. | 13 | |
| | 15 Other assets. See Part IV, line 11 | 2,750,000. | 14 | |
| 16 Total assets. Add lines 1 through 15 (must equal line 34) | 1,423,482. | 15 | 1,704,598. | |
| 17 Accounts payable and accrued expenses | 37,279,282. | 16 | 36,918,582. | |
| Liabilities | 18 Grants payable | 7,846,352. | 17 | 8,623,741. |
| | 19 Deferred revenue | | 18 | |
| | 20 Tax-exempt bond liabilities | 21,421,679. | 19 | 21,186,697. |
| | 21 Escrow or custodial account liability. Complete Part IV of Schedule D | | 20 | |
| | 22 Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L | | 21 | |
| | 23 Secured mortgages and notes payable to unrelated third parties | | 22 | |
| | 24 Unsecured notes and loans payable to unrelated third parties | 0. | 23 | |
| | 25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D | 2,766,338. | 24 | |
| | 26 Total liabilities. Add lines 17 through 25 | 13,594,637. | 25 | 12,151,095. |
| | 27 Organizations that follow SFAS 117 (ASC 958), check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34. | 42,862,668. | 26 | 44,727,871. |
| Net Assets or Fund Balances | 28 Unrestricted net assets | -5,688,012. | 27 | -8,038,836. |
| | 29 Temporarily restricted net assets | | 28 | |
| | 30 Permanently restricted net assets | 104,626. | 29 | 229,547. |
| | 31 Organizations that do not follow SFAS 117 (ASC 958), check here <input type="checkbox"/> and complete lines 30 through 34. | | | |
| | 32 Capital stock or trust principal, or current funds | | 30 | |
| | 33 Paid-in or capital surplus, or land, building, or equipment fund | | 31 | |
| | 34 Retained earnings, endowment, accumulated income, or other funds | | 32 | |
| | 35 Total net assets or fund balances | -5,583,386. | 33 | -7,809,289. |
| 36 Total liabilities and net assets/fund balances | 37,279,282. | 34 | 36,918,582. | |

Form **990** (2018)

**NATIONAL ASSOCIATION OF MANUFACTURERS
OF THE UNITED STATES OF AMERICA**

Form 990 (2018)

13-1084330 Page **12**

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI ☒ **X**

| | | | |
|-----------|--|-----------|-------------|
| 1 | Total revenue (must equal Part VIII, column (A), line 12) | 1 | 51,113,273. |
| 2 | Total expenses (must equal Part IX, column (A), line 25) | 2 | 52,051,138. |
| 3 | Revenue less expenses. Subtract line 2 from line 1 | 3 | -937,865. |
| 4 | Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A)) | 4 | -5,583,386. |
| 5 | Net unrealized gains (losses) on investments | 5 | -1,740,673. |
| 6 | Donated services and use of facilities | 6 | |
| 7 | Investment expenses | 7 | |
| 8 | Prior period adjustments | 8 | |
| 9 | Other changes in net assets or fund balances (explain in Schedule O) | 9 | 452,635. |
| 10 | Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B)) | 10 | -7,809,289. |

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII ☐

| | | Yes | No |
|-----------|---|-----------|----------|
| 1 | Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O. | | |
| 2a | Were the organization's financial statements compiled or reviewed by an independent accountant? _____ If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis | 2a | X |
| b | Were the organization's financial statements audited by an independent accountant? _____ If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input checked="" type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis | 2b | X |
| c | If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? _____ If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O. | 2c | X |
| 3a | As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133? _____ | 3a | X |
| b | If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits _____ | 3b | |

Form **990** (2018)

SCHEDULE C
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Political Campaign and Lobbying Activities

For Organizations Exempt From Income Tax Under section 501(c) and section 527
▶ **Complete if the organization is described below.** ▶ **Attach to Form 990 or Form 990-EZ.**
▶ **Go to www.irs.gov/Form990 for instructions and the latest information.**

OMB No. 1545-0047

2018

**Open to Public
Inspection**

If the organization answered "Yes," on Form 990, Part IV, line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then

- Section 501(c)(3) organizations: Complete Parts I-A and B. Do not complete Part I-C.
- Section 501(c) (other than section 501(c)(3)) organizations: Complete Parts I-A and C below. Do not complete Part I-B.
- Section 527 organizations: Complete Part I-A only.

If the organization answered "Yes," on Form 990, Part IV, line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)): Complete Part II-A. Do not complete Part II-B.
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)): Complete Part II-B. Do not complete Part II-A.

If the organization answered "Yes," on Form 990, Part IV, line 5 (Proxy Tax) (see separate instructions) or Form 990-EZ, Part V, line 35c (Proxy Tax) (see separate instructions), then

- Section 501(c)(4), (5), or (6) organizations: Complete Part III.

| | | | |
|----------------------|--|--------------------------------|-------------------|
| Name of organization | NATIONAL ASSOCIATION OF MANUFACTURERS OF THE UNITED STATES OF AMERICA | Employer identification number | 13-1084330 |
|----------------------|--|--------------------------------|-------------------|

Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.

1 Provide a description of the organization's direct and indirect political campaign activities in Part IV.

2 Political campaign activity expenditures ▶ \$

3 Volunteer hours for political campaign activities ▶

Part I-B Complete if the organization is exempt under section 501(c)(3).

1 Enter the amount of any excise tax incurred by the organization under section 4955 ▶ \$

2 Enter the amount of any excise tax incurred by organization managers under section 4955 ▶ \$

3 If the organization incurred a section 4955 tax, did it file Form 4720 for this year? ☐ Yes ☐ No

4a Was a correction made? ☐ Yes ☐ No

b If "Yes," describe in Part IV.

Part I-C Complete if the organization is exempt under section 501(c), except section 501(c)(3).

1 Enter the amount directly expended by the filing organization for section 527 exempt function activities ▶ \$

2 Enter the amount of the filing organization's funds contributed to other organizations for section 527
exempt function activities ▶ \$

3 Total exempt function expenditures. Add lines 1 and 2. Enter here and on Form 1120-POL,
line 17b ▶ \$

4 Did the filing organization file **Form 1120-POL** for this year? ☐ Yes ☐ No

5 Enter the names, addresses and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments. For each organization listed, enter the amount paid from the filing organization's funds. Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC). If additional space is needed, provide information in Part IV.

| (a) Name | (b) Address | (c) EIN | (d) Amount paid from filing organization's funds. If none, enter -0-. | (e) Amount of political contributions received and promptly and directly delivered to a separate political organization. If none, enter -0-. |
|----------|-------------|---------|---|--|
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule C (Form 990 or 990-EZ) 2018

LHA

NATIONAL ASSOCIATION OF MANUFACTURERS

Schedule C (Form 990 or 990-EZ) 2018 OF THE UNITED STATES OF AMERICA

13-1084330 Page 2

Part II-A Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).

A Check ☐ if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures).

B Check ☐ if the filing organization checked box A and "limited control" provisions apply.

| Limits on Lobbying Expenditures (The term "expenditures" means amounts paid or incurred.) | | (a) Filing organization's totals | (b) Affiliated group totals | | | | | | | | | | | | |
|---|--|------------------------------------|-----------------------------|-------------------------------|---|--|---|--|--|---|-------------------|--------------|--|--|--|
| 1a Total lobbying expenditures to influence public opinion (grass roots lobbying) | | | | | | | | | | | | | | | |
| b Total lobbying expenditures to influence a legislative body (direct lobbying) | | | | | | | | | | | | | | | |
| c Total lobbying expenditures (add lines 1a and 1b) | | | | | | | | | | | | | | | |
| d Other exempt purpose expenditures | | | | | | | | | | | | | | | |
| e Total exempt purpose expenditures (add lines 1c and 1d) | | | | | | | | | | | | | | | |
| f Lobbying nontaxable amount. Enter the amount from the following table in both columns. | | | | | | | | | | | | | | | |
| <table border="1"> <thead> <tr> <th>If the amount on line 1e, column (a) or (b) is:</th> <th>The lobbying nontaxable amount is:</th> </tr> </thead> <tbody> <tr> <td>Not over \$500,000</td> <td>20% of the amount on line 1e.</td> </tr> <tr> <td>Over \$500,000 but not over \$1,000,000</td> <td>\$100,000 plus 15% of the excess over \$500,000.</td> </tr> <tr> <td>Over \$1,000,000 but not over \$1,500,000</td> <td>\$175,000 plus 10% of the excess over \$1,000,000.</td> </tr> <tr> <td>Over \$1,500,000 but not over \$17,000,000</td> <td>\$225,000 plus 5% of the excess over \$1,500,000.</td> </tr> <tr> <td>Over \$17,000,000</td> <td>\$1,000,000.</td> </tr> </tbody> </table> | If the amount on line 1e, column (a) or (b) is: | The lobbying nontaxable amount is: | Not over \$500,000 | 20% of the amount on line 1e. | Over \$500,000 but not over \$1,000,000 | \$100,000 plus 15% of the excess over \$500,000. | Over \$1,000,000 but not over \$1,500,000 | \$175,000 plus 10% of the excess over \$1,000,000. | Over \$1,500,000 but not over \$17,000,000 | \$225,000 plus 5% of the excess over \$1,500,000. | Over \$17,000,000 | \$1,000,000. | | | |
| If the amount on line 1e, column (a) or (b) is: | The lobbying nontaxable amount is: | | | | | | | | | | | | | | |
| Not over \$500,000 | 20% of the amount on line 1e. | | | | | | | | | | | | | | |
| Over \$500,000 but not over \$1,000,000 | \$100,000 plus 15% of the excess over \$500,000. | | | | | | | | | | | | | | |
| Over \$1,000,000 but not over \$1,500,000 | \$175,000 plus 10% of the excess over \$1,000,000. | | | | | | | | | | | | | | |
| Over \$1,500,000 but not over \$17,000,000 | \$225,000 plus 5% of the excess over \$1,500,000. | | | | | | | | | | | | | | |
| Over \$17,000,000 | \$1,000,000. | | | | | | | | | | | | | | |
| g Grassroots nontaxable amount (enter 25% of line 1f) | | | | | | | | | | | | | | | |
| h Subtract line 1g from line 1a. If zero or less, enter -0- | | | | | | | | | | | | | | | |
| i Subtract line 1f from line 1c. If zero or less, enter -0- | | | | | | | | | | | | | | | |
| j If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year? | | | | | | | | | | | | | | | |

☐ Yes ☐ No

4-Year Averaging Period Under Section 501(h)

(Some organizations that made a section 501(h) election do not have to complete all of the five columns below.

See the separate instructions for lines 2a through 2f.)

| Lobbying Expenditures During 4-Year Averaging Period | | | | | |
|---|----------|----------|----------|----------|-----------|
| Calendar year (or fiscal year beginning in) | (a) 2015 | (b) 2016 | (c) 2017 | (d) 2018 | (e) Total |
| 2a Lobbying nontaxable amount | | | | | |
| b Lobbying ceiling amount (150% of line 2a, column(e)) | | | | | |
| c Total lobbying expenditures | | | | | |
| d Grassroots nontaxable amount | | | | | |
| e Grassroots ceiling amount (150% of line 2d, column (e)) | | | | | |
| f Grassroots lobbying expenditures | | | | | |

Schedule C (Form 990 or 990-EZ) 2018

NATIONAL ASSOCIATION OF MANUFACTURERS

Schedule C (Form 990 or 990-EZ) 2018 **OF THE UNITED STATES OF AMERICA**

13-1084330 Page 3

Part II-B Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).

| For each "Yes," response on lines 1a through 1i below, provide in Part IV a detailed description of the lobbying activity. | (a) | | (b) |
|---|-----|----|--------|
| | Yes | No | Amount |
| 1 During the year, did the filing organization attempt to influence foreign, national, state, or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of: | | | |
| a Volunteers? | | | |
| b Paid staff or management (include compensation in expenses reported on lines 1c through 1i)? ... | | | |
| c Media advertisements? | | | |
| d Mailings to members, legislators, or the public? | | | |
| e Publications, or published or broadcast statements? | | | |
| f Grants to other organizations for lobbying purposes? | | | |
| g Direct contact with legislators, their staffs, government officials, or a legislative body? | | | |
| h Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means? | | | |
| i Other activities? | | | |
| j Total. Add lines 1c through 1i | | | |
| 2a Did the activities in line 1 cause the organization to be not described in section 501(c)(3)? | | | |
| b If "Yes," enter the amount of any tax incurred under section 4912 | | | |
| c If "Yes," enter the amount of any tax incurred by organization managers under section 4912 | | | |
| d If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year? | | | |

Part III-A Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).

| | Yes | No |
|--|----------|----------|
| 1 Were substantially all (90% or more) dues received nondeductible by members? | 1 | X |
| 2 Did the organization make only in-house lobbying expenditures of \$2,000 or less? | 2 | X |
| 3 Did the organization agree to carry over lobbying and political campaign activity expenditures from the prior year? | 3 | X |

Part III-B Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) and if either (a) BOTH Part III-A, lines 1 and 2, are answered "No," OR (b) Part III-A, line 3, is answered "Yes."

| | | |
|---|-----------|-------------|
| 1 Dues, assessments and similar amounts from members | 1 | 47,820,061. |
| 2 Section 162(e) nondeductible lobbying and political expenditures (do not include amounts of political expenses for which the section 527(f) tax was paid). | | |
| a Current year | 2a | 9,671,951. |
| b Carryover from last year | 2b | -3,676,491. |
| c Total | 2c | 5,995,460. |
| 3 Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues | 3 | 9,237,587. |
| 4 If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditure next year? | 4 | -3,242,127. |
| 5 Taxable amount of lobbying and political expenditures (see instructions) | 5 | |

Part IV Supplemental Information

Provide the descriptions required for Part I-A, line 1; Part I-B, line 4; Part I-C, line 5; Part II-A (affiliated group list); Part II-A, lines 1 and 2 (see instructions); and Part II-B, line 1. Also, complete this part for any additional information.

SCHEDULE D
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

▶ **Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.**

▶ **Attach to Form 990.**

▶ **Go to www.irs.gov/Form990 for instructions and the latest information.**

OMB No. 1545-0047

2018

Open to Public Inspection

Name of the organization NATIONAL ASSOCIATION OF MANUFACTURERS
OF THE UNITED STATES OF AMERICA

Employer identification number
13-1084330

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

| | (a) Donor advised funds | (b) Funds and other accounts |
|---|------------------------------|------------------------------|
| 1 Total number at end of year | | |
| 2 Aggregate value of contributions to (during year) | | |
| 3 Aggregate value of grants from (during year) | | |
| 4 Aggregate value at end of year | | |
| 5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? | <input type="checkbox"/> Yes | <input type="checkbox"/> No |

Part II Conservation Easements. Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).

| | |
|--|---|
| <input type="checkbox"/> Preservation of land for public use (e.g., recreation or education) | <input type="checkbox"/> Preservation of a historically important land area |
| <input type="checkbox"/> Protection of natural habitat | <input type="checkbox"/> Preservation of a certified historic structure |
| <input type="checkbox"/> Preservation of open space | |

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

| | Held at the End of the Tax Year |
|--|---------------------------------|
| a Total number of conservation easements | 2a |
| b Total acreage restricted by conservation easements | 2b |
| c Number of conservation easements on a certified historic structure included in (a) | 2c |
| d Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register | 2d |

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶

4 Number of states where property subject to conservation easement is located ▶

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?

☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ \$

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)?

☐ Yes ☐ No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:

(i) Revenue included on Form 990, Part VIII, line 1

▶ \$

(ii) Assets included in Form 990, Part X

▶ \$

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items:

a Revenue included on Form 990, Part VIII, line 1

▶ \$

b Assets included in Form 990, Part X

▶ \$

**NATIONAL ASSOCIATION OF MANUFACTURERS
OF THE UNITED STATES OF AMERICA**

Schedule D (Form 990) 2018

13-1084330 Page **2**

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets *(continued)*

3 Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply):

a ☐ Public exhibition

b ☐ Scholarly research

c ☐ Preservation for future generations

d ☐ Loan or exchange programs

e ☐ Other _____

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? ☐ Yes ☐ No

Part IV Escrow and Custodial Arrangements. Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII and complete the following table:

| | Amount |
|-----------|--------|
| 1c | |
| 1d | |
| 1e | |
| 1f | |

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII ☐

Part V Endowment Funds. Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

| | (a) Current year | (b) Prior year | (c) Two years back | (d) Three years back | (e) Four years back |
|---|------------------|----------------|--------------------|----------------------|---------------------|
| 1a Beginning of year balance | | | | | |
| b Contributions | | | | | |
| c Net investment earnings, gains, and losses | | | | | |
| d Grants or scholarships | | | | | |
| e Other expenditures for facilities and programs | | | | | |
| f Administrative expenses | | | | | |
| g End of year balance | | | | | |

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

a Board designated or quasi-endowment ☐ _____ %

b Permanent endowment ☐ _____ %

c Temporarily restricted endowment ☐ _____ %

The percentages on lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

(i) unrelated organizations

(ii) related organizations

b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R? ☐

| | Yes | No |
|---------------|-----|----|
| 3a(i) | | |
| 3a(ii) | | |
| 3b | | |

4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

| Description of property | (a) Cost or other basis (investment) | (b) Cost or other basis (other) | (c) Accumulated depreciation | (d) Book value |
|---------------------------------|--------------------------------------|---------------------------------|------------------------------|----------------|
| 1a Land | | | | |
| b Buildings | | | | |
| c Leasehold improvements | | 611,764. | 302,554. | 309,210. |
| d Equipment | | 5,129,930. | 3,821,653. | 1,308,277. |
| e Other | | | | |

Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.) ☐ **1,617,487.**

Schedule D (Form 990) 2018

**NATIONAL ASSOCIATION OF MANUFACTURERS
OF THE UNITED STATES OF AMERICA**

Schedule D (Form 990) 2018

13-1084330 Page **3**

Part VII Investments - Other Securities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

| (a) Description of security or category (including name of security) | (b) Book value | (c) Method of valuation: Cost or end-of-year market value |
|---|----------------|---|
| (1) Financial derivatives | | |
| (2) Closely-held equity interests | | |
| (3) Other | | |
| (A) | | |
| (B) | | |
| (C) | | |
| (D) | | |
| (E) | | |
| (F) | | |
| (G) | | |
| (H) | | |
| Total. (Col. (b) must equal Form 990, Part X, col. (B) line 12.) ▶ | | |

Part VIII Investments - Program Related.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

| (a) Description of investment | (b) Book value | (c) Method of valuation: Cost or end-of-year market value |
|---|----------------|---|
| (1) | | |
| (2) | | |
| (3) | | |
| (4) | | |
| (5) | | |
| (6) | | |
| (7) | | |
| (8) | | |
| (9) | | |
| Total. (Col. (b) must equal Form 990, Part X, col. (B) line 13.) ▶ | | |

Part IX Other Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

| (a) Description | (b) Book value |
|---|----------------|
| (1) | |
| (2) | |
| (3) | |
| (4) | |
| (5) | |
| (6) | |
| (7) | |
| (8) | |
| (9) | |
| Total. (Column (b) must equal Form 990, Part X, col. (B) line 15.) ▶ | |

Part X Other Liabilities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

| 1. (a) Description of liability | (b) Book value | |
|---|----------------|--|
| (1) Federal income taxes | | |
| (2) DEFERRED RETIREMENT | 3,111,571. | |
| (3) ACCRUED POST-RETIREMENT BENEFIT | 280,968. | |
| (4) ACCRUED PENSION LIABILITY | 6,410,941. | |
| (5) DEFERRED RENT | 2,347,615. | |
| (6) | | |
| (7) | | |
| (8) | | |
| (9) | | |
| Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.) ▶ | 12,151,095. | |

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII ☒

Schedule D (Form 990) 2018

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

| | | | | |
|----------|--|-----------|-----------|--|
| 1 | Total revenue, gains, and other support per audited financial statements | | 1 | |
| 2 | Amounts included on line 1 but not on Form 990, Part VIII, line 12: | | | |
| a | Net unrealized gains (losses) on investments | 2a | | |
| b | Donated services and use of facilities | 2b | | |
| c | Recoveries of prior year grants | 2c | | |
| d | Other (Describe in Part XIII.) | 2d | | |
| e | Add lines 2a through 2d | | 2e | |
| 3 | Subtract line 2e from line 1 | | 3 | |
| 4 | Amounts included on Form 990, Part VIII, line 12, but not on line 1: | | | |
| a | Investment expenses not included on Form 990, Part VIII, line 7b | 4a | | |
| b | Other (Describe in Part XIII.) | 4b | | |
| c | Add lines 4a and 4b | | 4c | |
| 5 | Total revenue. Add lines 3 and 4c . (This must equal Form 990, Part I, line 12.) | | 5 | |

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

| | | | | |
|----------|---|-----------|-----------|--|
| 1 | Total expenses and losses per audited financial statements | | 1 | |
| 2 | Amounts included on line 1 but not on Form 990, Part IX, line 25: | | | |
| a | Donated services and use of facilities | 2a | | |
| b | Prior year adjustments | 2b | | |
| c | Other losses | 2c | | |
| d | Other (Describe in Part XIII.) | 2d | | |
| e | Add lines 2a through 2d | | 2e | |
| 3 | Subtract line 2e from line 1 | | 3 | |
| 4 | Amounts included on Form 990, Part IX, line 25, but not on line 1: | | | |
| a | Investment expenses not included on Form 990, Part VIII, line 7b | 4a | | |
| b | Other (Describe in Part XIII.) | 4b | | |
| c | Add lines 4a and 4b | | 4c | |
| 5 | Total expenses. Add lines 3 and 4c . (This must equal Form 990, Part I, line 18.) | | 5 | |

Part XIII Supplemental Information.

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

PART X, LINE 2:

MANAGEMENT HAS CONCLUDED THAT THE ASSOCIATION HAS PROPERLY MAINTAINED ITS EXEMPT STATUS AND THAT THERE ARE NO UNCERTAIN TAX POSITIONS AS OF DECEMBER 31, 2018.

**SCHEDULE J
(Form 990)**

Department of the Treasury
Internal Revenue Service

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest
Compensated Employees

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.

▶ Attach to Form 990.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2018

Open to Public
Inspection

Name of the organization

**NATIONAL ASSOCIATION OF MANUFACTURERS
OF THE UNITED STATES OF AMERICA**

Employer identification number

13-1084330

Part I Questions Regarding Compensation

1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.

☒ First-class or charter travel

☐ Travel for companions

☒ Tax indemnification and gross-up payments

☐ Discretionary spending account

☐ Housing allowance or residence for personal use

☐ Payments for business use of personal residence

☒ Health or social club dues or initiation fees

☐ Personal services (such as maid, chauffeur, chef)

b If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain

2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a?

3 Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.

☒ Compensation committee

☒ Independent compensation consultant

☒ Form 990 of other organizations

☒ Written employment contract

☒ Compensation survey or study

☒ Approval by the board or compensation committee

4 During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:

a Receive a severance payment or change-of-control payment?

b Participate in, or receive payment from, a supplemental nonqualified retirement plan?

c Participate in, or receive payment from, an equity-based compensation arrangement?

If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.

Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.

5 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

a The organization?

b Any related organization?

If "Yes" on line 5a or 5b, describe in Part III.

6 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:

a The organization?

b Any related organization?

If "Yes" on line 6a or 6b, describe in Part III.

7 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III

8 Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III

9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?

Yes No

| | | |
|-----------|----------|----------|
| | | |
| 1b | X | |
| 2 | X | |
| | | |
| 4a | | X |
| 4b | X | |
| 4c | | X |
| | | |
| 5a | | |
| 5b | | |
| | | |
| 6a | | |
| 6b | | |
| | | |
| 7 | | |
| 8 | | |
| 9 | | |

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule J (Form 990) 2018

**NATIONAL ASSOCIATION OF MANUFACTURERS
OF THE UNITED STATES OF AMERICA**

Schedule J (Form 990) 2018

13-1084330

Page **2**

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

Note: The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

| (A) Name and Title | | (B) Breakdown of W-2 and/or 1099-MISC compensation | | | (C) Retirement and other deferred compensation | (D) Nontaxable benefits | (E) Total of columns (B)(i)-(D) | (F) Compensation in column (B) reported as deferred on prior Form 990 |
|--------------------------|------|--|-------------------------------------|-------------------------------------|--|-------------------------|---------------------------------|---|
| | | (i) Base compensation | (ii) Bonus & incentive compensation | (iii) Other reportable compensation | | | | |
| (1) JAY TIMMONS | (i) | 1,447,996. | 1,350,000. | 285,132. | 535,750. | 24,032. | 3,642,910. | 0. |
| CHIEF EXECUTIVE OFFICER | (ii) | 0. | 0. | 0. | 0. | 0. | 0. | 0. |
| (2) TODD BOPPELL | (i) | 394,259. | 219,500. | 0. | 22,000. | 24,032. | 659,791. | 0. |
| COO | (ii) | 0. | 0. | 0. | 0. | 0. | 0. | 0. |
| (3) LINDA KELLY | (i) | 404,982. | 173,724. | 250. | 22,000. | 24,031. | 624,987. | 0. |
| SECRETARY | (ii) | 0. | 0. | 0. | 0. | 0. | 0. | 0. |
| (4) ARIC NEWHOUSE | (i) | 495,900. | 225,000. | 0. | 22,000. | 14,994. | 757,894. | 0. |
| SVP - POLICY & GR | (ii) | 0. | 0. | 0. | 0. | 0. | 0. | 0. |
| (5) JEFF PIERCE | (i) | 416,700. | 194,000. | 0. | 33,000. | 23,311. | 667,011. | 0. |
| SVP - MEMBERSHIP & SD | (ii) | 0. | 0. | 0. | 0. | 0. | 0. | 0. |
| (6) ERIN STREETER | (i) | 359,284. | 174,600. | 0. | 22,000. | 24,031. | 579,915. | 0. |
| SVP - COMMUNICATIONS | (ii) | 0. | 0. | 0. | 0. | 0. | 0. | 0. |
| (7) KEITH SMITH | (i) | 286,777. | 123,313. | 0. | 27,500. | 7,861. | 445,451. | 0. |
| SVP - EXTERNAL RELATIONS | (ii) | 0. | 0. | 0. | 0. | 0. | 0. | 0. |
| (8) ADRIA BROCKMAN | (i) | 188,585. | 61,235. | 129,415. | 22,000. | 23,869. | 425,104. | 0. |
| VP - MEMBERSHIP | (ii) | 0. | 0. | 0. | 0. | 0. | 0. | 0. |
| (9) ROSS EISENBERG | (i) | 258,607. | 94,096. | 0. | 22,000. | 23,969. | 398,672. | 0. |
| VP-ERP | (ii) | 0. | 0. | 0. | 0. | 0. | 0. | 0. |
| (10) LINDA DEMPSEY | (i) | 254,622. | 90,734. | 0. | 22,000. | 23,969. | 391,325. | 0. |
| VP-IEA | (ii) | 0. | 0. | 0. | 0. | 0. | 0. | 0. |
| (11) PAUL HARTGEN | (i) | 220,124. | 80,440. | 0. | 22,000. | 22,236. | 344,800. | 0. |
| VP-MBS | (ii) | 0. | 0. | 0. | 0. | 0. | 0. | 0. |
| (12) CAROLYN LEE | (i) | 225,342. | 100,800. | 0. | 20,954. | 23,900. | 370,996. | 0. |
| EXECUTIVE DIRECTOR - MI | (ii) | 0. | 0. | 0. | 0. | 0. | 0. | 0. |
| | (i) | | | | | | | |
| | (ii) | | | | | | | |
| | (i) | | | | | | | |
| | (ii) | | | | | | | |
| | (i) | | | | | | | |
| | (ii) | | | | | | | |
| | (i) | | | | | | | |
| | (ii) | | | | | | | |

Schedule J (Form 990) 2018

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

PART I, LINE 1A:

CEO IS PERMITTED TO TRAVEL FIRST CLASS. ALSO, THE CEO IS REIMBURSED FOR
CLUB DUES.

THESE BENEFITS ARE TAXABLE, BUT ARE GROSSED UP TO COVER THE TAX LIABILITY.

PART I, LINE 4B:

| | | |
|-------------|-------------|-----------|
| JAY TIMMONS | 457(F) PLAN | \$500,000 |
|-------------|-------------|-----------|

SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2018

Open to Public
Inspection

| | | |
|--------------------------|--|---|
| Name of the organization | NATIONAL ASSOCIATION OF MANUFACTURERS OF THE UNITED STATES OF AMERICA | Employer identification number 13-1084330 |
|--------------------------|--|---|

FORM 990, PART I, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:

TO ENHANCE THE COMPETITIVENESS OF MANUFACTURERS BY SHAPING A
LEGISLATIVE AND REGULATORY ENVIRONMENT CONDUCIVE TO US ECONOMIC GROWTH
AND TO INCREASE UNDERSTANDING AMONG POLICYMAKERS, THE MEDIA AND THE
GENERAL PUBLIC ABOUT THE VITAL ROLE OF MANUFACTURING TO AMERICA'S
ECONOMIC FUTURE AND LIVING STANDARDS.

FORM 990, PART III, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:

ECONOMIC FUTURE AND LIVING STANDARDS.

FORM 990, PART VI, SECTION A, LINE 2:

SINCE THE NAM'S BOARD IS OVER 200 AND ITS MEMBERS REPRESENT ALL TYPES OF
MANUFACTURING FROM SMALL TO LARGE, WE ASSUME THAT DIRECTORS MAY HAVE FAMILY
AND/OR BUSINESS RELATIONSHIPS WITH OTHER DIRECTORS.

FORM 990, PART VI, SECTION A, LINE 6:

THE DUES-PAYING MEMBERSHIP OF NAM HAVE THE RIGHT TO ELECT MEMBERS OF THE
BOARD OF DIRECTORS.

FORM 990, PART VI, SECTION A, LINE 7A:

THE DUES-PAYING MEMBERSHIP OF NAM HAVE THE RIGHT TO ELECT MEMBERS OF THE
BOARD OF DIRECTORS.

FORM 990, PART VI, SECTION A, LINE 7B:

BOARD DECISIONS ARE SUBJECT TO APPROVAL OF THE MEMBERSHIP.

| | | |
|--------------------------|--|--|
| Name of the organization | NATIONAL ASSOCIATION OF MANUFACTURERS OF THE UNITED STATES OF AMERICA | Employer identification number 13-1084330 |
|--------------------------|--|--|

FORM 990, PART VI, SECTION B, LINE 11B:

THE 2017 NAM IRS FORM 990 WAS PREPARED BY THE NAM CONTROLLER AND IN CONSULTATION WITH OUR ACCOUNTING FIRM. DRAFTS WERE REVIEWED AND APPROVED BY THE NAM CHIEF OPERATING OFFICER. THE ISSUE OF APPROPRIATE BOARD REVIEW WAS ADDRESSED BY THE CHAIRMAN AND VICE CHAIRMAN OF THE NAM BOARD. THEIR REVIEW TOOK INTO CONSIDERATION THE GOAL OF DISCLOSURE AND OVERSIGHT BY THE GOVERNING BODY CONSISTENT WITH THE INTENT AND SPIRIT IMPLIED IN QUESTION 11. IT WAS DECIDED THAT BECAUSE THE NAM BOARD CONSISTS OF OVER 200 MEMBERS, AND THAT THE FINANCE COMMITTEE PURSUANT TO THE NAM BYLAWS IS CHARGED WITH EXERCISING GENERAL SUPERVISION OVER THE FINANCIAL AFFAIRS OF THE ASSOCIATION, THAT THE FINANCE COMMITTEE SHOULD AND WOULD REVIEW THE 990. ACCORDINGLY, THE NAM FINANCE COMMITTEE DID RECEIVE AND REVIEW COPIES OF THE 2017 FORM 990 AND ACCOMPANYING SCHEDULES BEFORE IT WAS FILED AND THEN REPORTED THAT IT HAD DONE SO TO THE FULL BOARD. HOWEVER, PURSUANT TO THE SPECIFIC INSTRUCTIONS FOR THIS QUESTION, THE NAM HAS ANSWERED "NO".

FORM 990, PART VI, SECTION B, LINE 12C:

THE NAM DISTRIBUTES IS CONFLICT OF INTEREST POLICY TO ALL OFFICERS, DIRECTORS AND KEY EMPLOYEES ON AN ANNUAL BASIS AND REQUIRES THAT EACH COMPLETE AN ANNUAL DISCLOSURE FORM REPORTING ALL CONFLICTS AND POTENTIAL CONFLICTS. THE NAM HAS ALSO ESTABLISHED A CONFLICT OF INTEREST REPORTING PORTAL, ETHICS@NAM.ORG. COMPLIANCE WITH THE POLICY IS OVERSEEN BY THE AUDIT COMMITTEE OF THE NAM BOARD, WHICH RECEIVES REGULAR REPORTS ON COMPLIANCE.

FORM 990, PART VI, SECTION B, LINE 15:

THE NAM'S COMPENSATION COMMITTEE, MADE UP OF BOARD MEMBERS, ANNUALLY DETERMINES THE CEO'S COMPENSATION. THE PROCESS INCLUDES REVIEWING DATA FROM OTHER LIKE ASSOCIATIONS, THIRD PARTY CONSULTANTS AND OTHER INDUSTRY DATA.

| | | |
|--------------------------|--|--|
| Name of the organization | NATIONAL ASSOCIATION OF MANUFACTURERS OF THE UNITED STATES OF AMERICA | Employer identification number 13-1084330 |
|--------------------------|--|--|

THE COMMITTEE SETS THE ANNUAL SALARY AND ANY BONUS COMPENSATION AND PROVIDES DOCUMENTATION OF THEIR DECISIONS. IN ADDITION TO THE ANNUAL PERFORMANCE APPRAISAL SYSTEM, OFFICERS' ANNUAL COMPENSATION IS APPROVED BY THE NAM COMPENSATION COMMITTEE. THE COMMITTEE REVIEWS DATA FROM VARIOUS SOURCES, INCLUDING OTHER LIKE ASSOCIATIONS, THIRD PARTY CONSULTANTS, AND OTHER INDUSTRY DATA. THIS DATA HELPS TO DETERMINE THE COMPENSATION AND THE COMMITTEE PROVIDES DOCUMENTATION OF THEIR DECISIONS. ALL OTHER KEY EMPLOYEES RECEIVE ANNUAL EVALUATIONS AND COMPENSATION ADJUSTMENTS ARE MADE ACCORDINGLY.

FORM 990, PART VI, SECTION C, LINE 19:

GOVERNING DOCUMENTS, CONFLICT OF INTEREST POLICY, AND FINANCIAL STATEMENTS ARE MADE AVAILABLE UPON REQUEST.

FORM 990, PART IX, LINE 11G, OTHER FEES:

| | |
|--|------------|
| BENEFIT PLAN & ACTUARIAL FEES | 33,925. |
| RETAINED SPECIALISTS | 7,218,626. |
| PAYROLL FEES | 51,465. |
| CONSULTANTS | 93,923. |
| OTHER FEES FOR SERVICES | 2,151,695. |
| TOTAL OTHER FEES ON FORM 990, PART IX, LINE 11G, COL A | 9,549,634. |

FORM 990, PART XI, LINE 9, CHANGES IN NET ASSETS:

| | |
|---|----------|
| CHANGE IN PENSION LIABILITY | 452,635. |
| CHANGE IN POSRETIREMENT BENEFIT LIABILITY | |
| TOTAL TO FORM 990, PART XI, LINE 9 | 452,635. |

**SCHEDULE R
(Form 990)**

Department of the Treasury
Internal Revenue Service

Related Organizations and Unrelated Partnerships

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.

▶ Attach to Form 990.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2018

**Open to Public
Inspection**

| | |
|--|---|
| Name of the organization NATIONAL ASSOCIATION OF MANUFACTURERS OF THE UNITED STATES OF AMERICA | Employer identification number 13-1084330 |
|--|---|

Part I Identification of Disregarded Entities. Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

| (a) Name, address, and EIN (if applicable) of disregarded entity | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Total income | (e) End-of-year assets | (f) Direct controlling entity |
|--|-------------------------|---|---------------------|---------------------------|-------------------------------------|
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Part II Identification of Related Tax-Exempt Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related tax-exempt organizations during the tax year.

| (a) Name, address, and EIN of related organization | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Exempt Code section | (e) Public charity status (if section 501(c)(3)) | (f) Direct controlling entity | (g) Section 512(b)(13) controlled entity? | |
|--|-------------------------|---|-------------------------------|---|-------------------------------------|--|----|
| | | | | | | Yes | No |
| THE MANUFACTURING INSTITUTE - 52-1073576 733 10TH STREET NW WASHINGTON, DC 20001 | EDUCATIONAL FOUNDATION | DISTRICT OF COLUMBIA | 501(C)(3) | 7 | NAM | | X |
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For Paperwork Reduction Act Notice, see the Instructions for Form 990.

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Part III Identification of Related Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a partnership during the tax year.

| (a) Name, address, and EIN of related organization | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Direct controlling entity | (e) Predominant income (related, unrelated, excluded from tax under sections 512-514) | (f) Share of total income | (g) Share of end-of-year assets | (h) Disproportionate allocations? | | (i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065) | (j) General or managing partner? | | (k) Percentage ownership |
|--|-------------------------|--|-------------------------------------|---|---------------------------------|--|---|----|---|---|----|--------------------------------|
| | | | | | | | Yes | No | | Yes | No | |
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Part IV Identification of Related Organizations Taxable as a Corporation or Trust. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a corporation or trust during the tax year.

| (a) Name, address, and EIN of related organization | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Direct controlling entity | (e) Type of entity (C corp, S corp, or trust) | (f) Share of total income | (g) Share of end-of-year assets | (h) Percentage ownership | (i) Section 512(b)(13) controlled entity? | |
|--|---|---|-------------------------------------|--|---------------------------------|--|--------------------------------|---|----|
| | | | | | | | | Yes | No |
| MANUFACTURERS SERVICES INC. - 04-3769589 | OFFERING NAM MEMBERS LOW-COST SERVICES | DC | N/A | C CORP | 0. | 86,660. | 100% | X | |
| 733 10TH STREET NW | | | | | | | | | |
| WASHINGTON, DC 20004 | | | | | | | | | |
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Part V Transactions With Related Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

Note: Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.

| | Yes | No |
|--|-----------|----|
| 1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV? | | |
| a Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity | 1a | X |
| b Gift, grant, or capital contribution to related organization(s) | 1b | X |
| c Gift, grant, or capital contribution from related organization(s) | 1c | X |
| d Loans or loan guarantees to or for related organization(s) | 1d | X |
| e Loans or loan guarantees by related organization(s) | 1e | X |
| f Dividends from related organization(s) | 1f | X |
| g Sale of assets to related organization(s) | 1g | X |
| h Purchase of assets from related organization(s) | 1h | X |
| i Exchange of assets with related organization(s) | 1i | X |
| j Lease of facilities, equipment, or other assets to related organization(s) | 1j | X |
| k Lease of facilities, equipment, or other assets from related organization(s) | 1k | X |
| l Performance of services or membership or fundraising solicitations for related organization(s) | 1l | X |
| m Performance of services or membership or fundraising solicitations by related organization(s) | 1m | X |
| n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s) | 1n | X |
| o Sharing of paid employees with related organization(s) | 1o | X |
| p Reimbursement paid to related organization(s) for expenses | 1p | X |
| q Reimbursement paid by related organization(s) for expenses | 1q | X |
| r Other transfer of cash or property to related organization(s) | 1r | X |
| s Other transfer of cash or property from related organization(s) | 1s | X |

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.

| (a) Name of related organization | (b) Transaction type (a-s) | (c) Amount involved | (d) Method of determining amount involved |
|-------------------------------------|----------------------------------|------------------------|--|
| (1) | | | |
| (2) | | | |
| (3) | | | |
| (4) | | | |
| (5) | | | |
| (6) | | | |

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Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

[illegible]

Provide additional information for responses to questions on Schedule R. See instructions.